1. Purpose of the Report

This report informs members of the recommendations of the Authority Review of Governance at the meeting held on 13 February 2019 and seeks endorsement for the actions planned or currently underway to address the recommendations.

2. Recommendations

The Authority is recommended to:

a. Note the findings of the Review of Governance meeting held on 13 February 2019;
b. Note and consider the response from Leadership Team in respect of the recommendations from this meeting; and
c. Endorse the actions planned or currently underway as set out in Appendix 1 to Item 3.

3. Implications

a. Financial: It is anticipated that the actions proposed in Appendix 1 can be managed within the medium term budget.

b. Equality: Enhanced training and focus on culture and values should help support action on equalities.

4. Background

a. The theme for the Authority Review meeting held on 13 February 2019 was Governance. This review focussed on the current operation of governance across the Authority and was informed by a short anonymous survey of views on the operation of governance from members, members of Leadership Team and the wider staff body. The Review was attended by the Independent member, Jane Phillips, who provided an overview of her observations of governance within the Authority from her experience in attending meetings, reading reports and observing. All members were invited to attend the meeting given the focus on governance, nine members attended.

b. Overall Governance was felt to be broadly in the right place with an appropriate structure of meetings, good use of sub groups and task and finish groups, good chairing, high quality papers and reports prepared by staff, and good quality debate – particularly when focusing on major issues or challenges such as The Sill, Lynx and Forestry. It is important to recognise this generally positive picture, however, from the feedback there are some adjustments that would enhance our Governance and provide the right focus for the future within a context of continuous improvement. Copies of the survey feedback reports are available for members on request should they wish to see them.

a. Perhaps most notable among these were a view by all respondents that living the culture and values through governance is something which is perhaps worthy of specific focus to ensure our culture and values are operated in a proactive way.
5. **Response to Key findings**

The findings and recommendations of the review are set out at Appendix 1 to Item 3, together with the proposed actions as agreed by Leadership Team.

6. **Conclusion**

Members are asked to note the findings of the Review of Governance, consider the responses from Leadership Team and endorse the actions as set out in Appendix 1 to this report and note that all members are asked to make a particular effort to attend the training as set out in point 2 of the table in Appendix 1.

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**Background papers:**
- Survey results from Members, Leadership Team and the wider staffing body (Available on request).
- Notes of the Governance review meeting, Governance, 13 February 2019 (Available on request)
### Leadership Team (LT) Recommendations and Proposed Actions from Meetings held on 13 February 2019

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<tr>
<th>No</th>
<th>Review Findings/Recommendations</th>
<th>LT Response and Actions Planned</th>
<th>Lead</th>
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| 1  | We are unlikely to achieve much change in the demographic of our Membership therefore we should actively seek alternative ways to ensure other views are brought into the debate and taken into account in decision making, particularly within the informal groups. | • Members’ ideas to be canvassed on this.  
• Continue to invite independent members to our Review meetings.  
• Invite external participants to key policy and priority setting discussions.  
• Continue to grow our relevance with young audiences.  
• Build feedback from our Sill visitors and activities participants on relevant policy and decision making.                                                                 | Tony Gates/ Fiona Gough Lead Officer/Members Engagement Officers                                                                                                                                  | Fresh round of recruitment in April, 2019.  
As opportunities arise.  
Ongoing.                                                                 |
| 2  | Two sessions to be developed that all members are to attend, one on the Roles and Responsibilities of Members working on behalf of the National Park, the second on Ways of Working and living the Culture and Values. | • Agreed.                                                                                                                                                                                                                                               | Rosie Thomas                                                                 | Complete both by February 2019. |
| 3  | At each Authority meeting invite staff to give a presentation on their work on a particular topic to be followed by a policy discussion and feedback on the future strategy for this work area. | • Partly agree.  
• Presentations will be scheduled for each Authority meeting.  
• Given the time pressures around Authority meetings it is recommended that separate space is made in the meeting schedule for specific policy discussions                                                                                     | Leadership Team                                                                                                                               | From March 2019.  
To be agreed with refreshed meeting schedule. |
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| 4  | a) LT (plus a couple of members) to carefully plan the full meeting schedule for all groups for the year linked to reporting periods, consider the reports and meeting format required, link to the business plan, set the expectations for discussion.  

   b) Members to commit to this schedule, the expectations on discussion of papers and refrain from diving into detailed or operational matters.                                                                                                                                                                                                                                                   | • Agreed                                                                                                                                                                                                                                                                                                            | Rosie Thomas            | By May 2019                 |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | • Noted – ongoing action for members                                                                                                                                                                                                                     | Members                 | Ongoing                     |
| 5  | One team – ensure staff are equally represented in hallway photos, and as Members do not have jobs that indicate their skills, experience and interests provide some background information on members (may wish to do this for staff too).                                                                                                                                                                                                                                          | • Partially agreed – There was not felt to be a desire to have staff photos in the hallway, but rather to update staff photos on the intranet.  

   • Agreed that member’s profiles be updated. Members to be asked for a short pen portrait for inclusion.                                                                                                                                                                                                                                                                  | Sharon Robson/ Members  | April 2019                  |
| 6  | a) Seek feedback on whether we are living the culture and values through survey and short report to Authority every 3 years.  

   b) Revisit Governance again in 3-4 years, but check these recommendations are being implemented in a years’ time.                                                                                                                                                                                                                                                          | • Noted and agreed.                                                                                                                                                                                                                                                                                                   | Mary Wallace/ HR        | February 2022               |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | • Noted                                                                                                                                                                                                                                                | Review Panel            | February 2020 and 2022/23 for full review |
| 7  | Convey thanks for all the valuable and honest feedback to LT, staff and members and ensure we complete the feedback loop to staff.                                                                                                                                                                                                                                                                                                                                                                                                      | • Noted. TG to email all staff and share Authority report and next steps once agreed.                                                                                                                                                                      | Tony Gates/Rosie Thomas | March 2019                 |